

CONFIDENTIALDD / S REGISTRY
FILE *Training 6*

DD/S 72-1398

MEMORANDUM FOR: Deputy Director of Training
Director of Finance

SUBJECT : Proposed Budget Courses

Al and Tom:

The 6 April Activities Report for the Office of Training noted your joint session to discuss training courses for Finance careerists and reflected that consideration was given to setting up training on three levels in the budget process. We have for some time been conscious of the fact that, with the transfer of the budget responsibility to PPB, there was created some division of responsibility, at least as the organizational level changed. It is, therefore, obvious that the training of Finance Officers in the budget process is most desirable. At the same time, I urge that, in developing the training courses, you coordinate with the Office of Planning, Programming and Budgeting and perhaps as it is appropriate call on them for contribution to the training.

3/5/72
Robert S. Wattles
Assistant Deputy Director
for Support

ADD/S:RSW/ms (7 April 72)

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Note (on DD/S cys only)

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Extract fr OTR report: "Proposed Budget Courses: [redacted]

[redacted] met with Mr. Thomas Yale,
D/Fin, and [redacted] C/S/OF, to discuss training courses for
finance careerists. Mr. Yale suggested the possibility of three separate

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DD/S 72.2966

MEMORANDUM FOR: Executive Director-Comptroller

THROUGH : Deputy Director for Support

**SUBJECT : Management Science Block of Instruction for
Midcareer Course**

1. Attached is a tentative outline of a course on "Management Science for Intelligence" which can be presented independently or in conjunction with another course. In its present format there is coverage of Operations Research, Prediction, Decision-making, Probability, Correlation and Regression, Network Analysis, Linear Programming, Cueing Theory and the Delphi process -- all as related to intelligence. In addition some 12-15 hours of exercises are scheduled, including hands-on use of computer terminals.

2. This package is designed for five working days and will be initially offered as an independent course from 13 to 17 November. I intend, with your approval, to include it in the 34th running of the Mid-career Course this November-December, for which planning is now under way. These two runnings will give us sufficient experience to evaluate the advantages and disadvantages of such a block of instruction for the Midcareerists and indicate the optimum amount of time to devote to it. Possibly a four- or even three-day block may be advisable, but I feel that initially we should try the longer version, as it will probably be easier to cut back from it than to start with the short version and add a bit each time it is offered.

3. The 34th Midcareer Course is already scheduled to run to 19 December, two days into the seventh week because of the Thanksgiving holiday. I propose using the remaining days in that week and cutting elsewhere in the course to accommodate the five-day Management

Science Block for this "experimental" running. The time lost would probably be no more than one day in Phase II on the Agency and no more than one day in Phase III on World Affairs.

4. I request your early approval of this course of action so that the planning can proceed expeditiously.

HTC
HUGH T. CUNNINGHAM
Director of Training

CONCUR:

[Signature]
John W. Coffey
Deputy Director
for Support

Date

APPROVED:

(signed) John W. Coffey

28 JUL 1972

for
W. E. Colby
Executive Director-Comptroller

Date

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STATINTL OTR/SIWA 11 (26 Jul 72)

17 July 1972

Management Science for Intelligence

Course Outline
(Tentative)

Monday

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Instructor

A.M.	1/2 hour	Admin/Security/Facilities
	1 hour	Introduction, objectives, course overview, methods covered, areas of application in Management and Intelligence, benefits
	1 1/2 hours	Application of M.S. methods to Management functions and processes (Relevance and benefits with illustrations)
LUNCH		
P.M.	1 hour	Application of Operations Research methods to Intelligence processes (Relevance and benefits with illustrations)
	2 hours	Time-sharing terminals, storage and retrieval, library programs (Prepare for Tuesday AM Exercise)

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Tuesday

A.M.	2 hours	Terminal operation, S&R, Library programs Students perform a series of terminal problems (teams of 2 or 3)
	1 hour	Forecasting, estimates, prediction Overview of methods and their relevance to Management and Intelligence

LUNCH

P.M.	2 hours	Decision-making, probability decision trees, expected value
	1 hour	Correlation and Regression Analysis

Wednesday

A.M.	1 1/2 hours	Correlation and Regression Exercise. MGMT problem and Intelligence problem, including analysis of results
	1 1/2 hours	Decision-making exercise

LUNCH

P.M.	1 hour	Network Analysis Intelligence and Management Applications
	1 hour	Network Analysis Classroom Exercise
	1 hour	Linear Programming method and Applications

Thursday

A.M.	1 hour	Resource allocation Exercise
	2 hours	Linear Programming Exercise, Management and Intelligence examples Set up constraint and objective functions, process evaluate results

LUNCH

P.M.	2 hours	Queueing Theory for Management and Intelligence
	1 hour	Set up exercises for Friday AM

Friday

A.M.	1 1/2 hours	Exercises in Resource allocation, probability and decision-making
	1 1/2 hours	Exercises in Storage and Retrieval and Library programs

LUNCH

P.M.	1 1/2 hours	DELPHI, MGMT and Intelligence Applications
	1 1/2 hours	Review

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28 July 1972



Mr. Coffey:

The terms "information science" and "management science" are used in these papers according to definitions used in the course.

"Information Science: That body of knowledge and methodology concerned with systematic and scientific solutions to Information Handling problems employing the approaches of Systems Analysis, Operations Research, and Computer Analysis, and such specific techniques as Queuing, Network Analysis, Simulation, Linear Programming, Correlation and Regression Analysis, Statistical Methods."

"Management Science: The application of Information Science approaches and methods to the management functions of planning, organizing, controlling, and decision making."

In this context there is no change from one term to the other.

This is intended to be a basic offering in the specific techniques mentioned in the definition of Information Science -- a kind of survey and orientation somewhat deeper than simple vocabulary familiarization but not deep enough to provide students with specific qualifications or knowledge in depth. I think some such exposure would be valuable for most mid-careerists.

Basic computer vocabulary and familiarization is offered in the Orientation course offered by OCS.

No one on DD/S staff has had the course nor is anyone scheduled to take it and I would be at a loss to suggest who should. [] has been exposed to most of the substance of the course in greater depth elsewhere. There might be someone in the SIPS Task Force who could go and assess it.

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OTR is in the process of assessing and attempting to solidify the requirements but you may recall that Messrs. [] and Cunningham said at the Staff meeting last week that they are not optimistic.

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I would support Tex's recommendation that you approve and advise Mr. Colby orally.


RHW